

HUMRRO TO DEVELOP SIMULATION PROCEDURES AND EXERCISES FOR ARMY

The Army Research Institute has awarded the Human Resources Research Organization (HumRRO), a six-month, \$80,000 contract to develop simulation procedures and exercises for the Infantry School Assessment Center the Army is establishing at Fort Benning, Ga.

The "assessment center" concept was developed by industry as a way of determining which candidates for managerial positions showed the most promise for success. It is about to be tested by the Army as a technique for predicting which officers would make the most successful military unit leaders.

A typical assessment center will use a variety of methods for evaluating candidates—paper-and-pencil tests, biographical data, interviews, and situational tests and simulations. Persons to be assessed are normally assigned to a center for several days to undergo a full spectrum of tests, and to be evaluated by a staff of assessors.

At Fort Benning, the Army will operate an assessment center on a trial basis, trying to determine the feasibility of such centers for a military organization. For its simulation procedures and exercises, the Army has called on HumRRO, a contract research-and-development organization which has aided the Army with training and education problems for the past 21 years.

A team of research scientists, under the direction of Dr. Joseph A. Olmstead, will develop simulation exercises for assessing three separate levels of personnel. Students in the Officer Candidate School will be assessed from a *selection* perspective. Enlisted personnel in the Noncommissioned Officer Education System and student officers in the Infantry Advanced Course will be assessed from a career counseling perspective.

HumRRO scientists will develop instruments and procedures the Army can use when employing simulation as part of

the total assessment process, and will train Assessment Center personnel to use them effectively.

In the first phase of this project, the researchers will identify the leadership factors which should be predicted by the assessment process, and will determine which ones can be predicted through the use of simulations. In the second and third phases, they will develop and test model scenarios. In the final phase, they will help the Army implement the scenarios in the Assessment Center program.

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